
**Proposal for
Independent
Technical Consultants
to Assist in
Monitoring and
Participation on
Behalf of the
Louisiana Public
Service Commission
in the Midcontinent
ISO, the Organization
of Midcontinent
States, the Entergy
Regional State
Committee - Related
Matters; Re RFP 14-
20**

**Submitted By The Townsley
Consulting Group, LLC, Michael
W. Townsley Principal**

December 4, 2014

December 4, 2014

Attention: Ms. Kathleen Richardson
Louisiana Public Service Commission (LPSC)
Office of General Counsel
602 North Fifth Street (Galvez Building)
Baton Rouge, Louisiana 70802

Subject: LPSC RFP 14-20 Re: Request for a Proposal for Independent Technical Consultants to Assist in Monitoring and Participation on Behalf of the Louisiana Public Service Commission in the Midcontinent ISO, the Organization of Midcontinent States, the Entergy Region State Committee Related Matters

Dear Ms. Richardson:

The Townsley Consulting Group, LLC (TCG) has reviewed the Louisiana Public Service Commission (LPSC) RFP 14-20 and is pleased to submit the attached proposal.

TCG has assembled a technical consulting team to assist LPSC Staff in its efforts to monitor and purposefully engage the governance structure of the Midcontinent ISO. The team has considerable subject matter expertise and experience in: state retail regulatory processes, accounting and cost recovery mechanisms; Regional Transmission Organization (RTO) governance processes and related issues; regional wholesale power market forecasting and market monitoring; transmission and supply resource planning, economic analysis, financial transmission rights and annual revenue rights; and competitive market procurement policies and strategies.

I welcome the opportunity to discuss any facet of this proposal with LPSC Staff and TCG will respond to any inquiries promptly.

Thank you.
Sincerely,

Michael W. Townsley
Principal
Enclosures (6)

Table of Contents

Introduction	4
Understandings	4
Experience, Qualifications and References	6
Plan of Action	21
Pricing	23
Insurance Coverage	25
Conflict of Interest Statement	25
Proposal Contact Information	25
Appendix A Professional Staff Resumes	26

I. Introduction

The Townsley Consulting Group, LLC (TCG) is a management consulting firm that has formed a team of experienced utility regulatory professionals and utility technical experts who can assist the LPSC Staff in its RTO regulatory oversight responsibilities. The TCG consulting team includes individuals with extensive experience in retail regulatory case work involving electric utilities, including: integrated resource planning, and Regional Transmission Organization RTO related issues. To provide additional technical analysis depth to assist LPSC Staff in the areas of power system planning, design, reliability, system operations, and economic analyses TCG is adding to its team resources from Power Systems Engineering, Inc (PSE) based in Madison Wisconsin.

II. Our Understandings

In December of 2013 Entergy, which provides electric service to about 53% of Louisiana's customers through its subsidiaries Entergy Louisiana LLC (ELL), Entergy Gulf States LLC (EGSL) and Entergy New Orleans Inc (regulated by the City of New Orleans), was integrated into the Midcontinent ISO (MISO). Entergy's integration into MISO was the outcome of an evolution of multijurisdictional regulatory activity that commenced with Entergy's announced exit from the Entergy System Agreement by Entergy's Arkansas affiliate in December 2005 to be followed by Entergy Mississippi's similar announcement in 2007. The prospect of the dissolution of the Entergy Services Agreement could result in Louisiana customers facing substantially higher costs for electricity being no longer able to benefit from economies of scale and a discontinuation of access to lower cost generation unless an alternative solution could be found. A joint state/federal cost benefit study resulted in MISO being selected over the Southwestern Power Pool (SPP) as the best RTO option for the Entergy affiliates. Additionally, joining MISO would aid Entergy in complying with FERC order 1000 and could also potentially mitigate some antitrust concerns.

CLECO also conducted and participated in analyses to evaluate whether or it would be better off operating as a transmission island, joining a Southwest Power Pool (SPP) RTO or with Entergy join MISO. The results of the various studies indicated joining MISO would be CLECO's best option.

For the next 5 years Entergy and smaller transmission concerns previously coordinated by Entergy will be operated by MISO as a MISO South power market. MISO is currently building a regional operational center near Little Rock Arkansas. The current plan is to fully integrate the MISO South market with the legacy MISO North market within a 5 year time frame.

To achieve the anticipated economic benefits of MISO integration the Louisiana Commission and Staff must effectively monitor: the integration of ELL, EGSL and CLECO into MISO, the efficiency of MISO markets, the conduct and outcome of MISO's Market Efficiency Planning (MEP) and other planning processes (particularly in regards to potential congestion cost mitigation projects in MISO South) as well as any proposed changes to various market and operating rules through its governance structure and various working groups.

Since MISO provides services supporting retail load serving entities in numerous states, it is important that the Louisiana Commission and Staff coordinate with the Commissions and Staffs in other states on MISO and or FERC related matters for which they have a common interest in order to protect ultimate customers from outcomes that could increase their cost of service or degrade the reliability of their service. Therefore the LPSC must participate in the governance and working groups of the Organization of Midcontinent States (OMS) and the Entergy Regional State Committee (ERSC). OMS is an organization for regulators in all of the states where MISO operates. The ERSC is solely for regulators in Arkansas, Louisiana, Mississippi and Texas and is mainly focused on the Entergy LSEs operating in those states. More recently the ERSC has been focused on issues pertaining to the Entergy MISO integration and particularly in the Market Efficiency Planning (MEP) process for MISO South and the congestion mitigation projects potentially being selected for eventual MISO Board approval. MISO is subject to the FERC regulation for most aspects of its operation though individual states may have some jurisdiction on siting and environmental issues related to certain facilities operated or to be operated by MISO. Since the FERC must approve the rules by which MISO's markets are operated and its various tariffs MISO will petition the FERC for approvals when necessary. Additionally MISO participants may unilaterally petition the FERC for changes to MISO rules or procedures that may uniquely benefit their interests. To protect the interests of retail rate payers the Louisiana Commission and Staff must monitor the FERC

filings by MISO and MISO market participants to determine as a threshold matter whether or not ratepayers could be harmed by a proposal or a potential ruling or if the Louisiana Commission's authority or jurisdiction over certain matters could be usurped.

III. Experience, Qualifications and References

The consulting team formed by TCG to assist the LPSC contains substantial breadth and depth in both related utility regulatory process case work experience and the accounting, financial, technical/engineering, and economic disciplines that are required to conduct informed review and analyses of an RTO's operating and market performance; its planning analyses and outcomes; and, its proposed changes to market rules, operating procedures and governance. Several of the TCG consultants have significant experience in working as PSC Staff on the subject matter issues and are knowledgeable about RTO/ISO policies and practices can impact retail ratepayers.

The experience and capabilities of the TCG professional team gives the LPSC and Staff the flexibility to monitor and participate in MISO, OMS and ERSC; review both financial and technical analyses and related policy proposals; and if desired to undertake and conduct fully independent analyses.

Townsley Consulting Group, LLC (TCG)

TCG Provides management consulting services to clients seeking guidance and assistance on energy related: policy and regulatory matters; strategic and operational business planning; marketing initiatives for commodity energy, energy efficiency and demand response programs; independent program evaluations and operational/performance assessments.

TCG will be the prime contractor and the consulting engagement manager for the proposed work.

Individual members of TCG consulting team have 30 years or more of utility regulatory staff or RTO staff experience. They have participated in numerous regulatory proceedings involving a wide variety of matters related to the provision of utility services. They have worked at the policy level and conducted detailed financial, economic, and technical analyses. They have extensive experience in

conducting and participating in technical sessions and hearings and in working with RTO governance structures. In addition, TCG team members are experienced at analyzing information, forming conclusions, and in making case-related recommendations. TCG's primary clients have been primarily state utility commissions or state offices of consumer advocacy.

Recent Project Experience

Client Name:	State of Connecticut Office of Consumer Counsel (OCC)
Contact Name:	Richard E. Sobolewski
Contact Telephone Number:	860-827-2907
Date Work Undertaken:	2011-2012
Nature of Assignment:	PURA Docket No. 11-09-09: TCG was retained by the OCC to support its participation in the investigation of the utilities' (e.g. electric, gas, water and telecommunications) storm restoration performance following Tropical Storm Irene and the Nor'easter snow storm. TCG prepared and analyzed discovery, filed direct testimony, and assisted with the cross examination of witnesses. Topics covered in TCG's testimony included, but were not limited to: Utility external communications and individual customer communication practices; CL&P customer reimbursement policies and protocols; Areas of tension between towns and the utilities; Storm restoration performance-based rate-making methodologies; Utility asset management strategies; Utility trends for: line worker staffing, operations & maintenance expense, administrative and general expense; Vegetation management and tree trimming practices; Pole inspection and pole maintenance practices; Extent of Connecticut forest damage; Tree/conductor clearance practices; Accuracy of damage prediction capabilities; Traffic control expense; and Storm restoration management processes.

Client Name:	Public Utilities Regulatory Authority (PURA)
Contact Name:	George Denning
Contact Telephone Number:	860 827 2876
Date Work Undertaken:	2013-2014
Nature of Assignment:	PURA Docket No. 13-08-13: TCG was engaged by PURA to assist it in complying with Section 47 of Public Act 13-298, which directed the Authority to conduct "A Review of the Financial Capacity and System Viability of the Connecticut's Small Community Water Systems" and submit a report to the legislature. TCG surveyed the small community water systems to develop information on their financial and operational information and to develop qualitative information from the systems owners and managers. TCG issued discovery to the major water utilities to collect information on their acquisition strategies and practices to determine costs and impact on existing rate payers. TCG also reviewed a sample of Department of Public Health water system inspection reports to characterize their current physical condition and violation history.

An additional reference for the former New York PSC staff members and their experience and capabilities is NYPSC Commissioner (and former Chairman) Garry Brown; 26 West Shore Dr., Averill Park NY 12018; phone 518 674 3222.

Power System Engineering, Inc. (PSE)

PSE is an electric utility consulting firm based in Madison, Wisconsin. PSE has five branch offices and over seventy employees. PSE works with utilities, municipal utility systems, cooperatives, and industry associations. The PSE professionals available to support PURA staff includes engineers with extensive electric system planning, infrastructure, design, and operations experience; and economists with broad experience in determining economic reliability targets, optimal system spending, and related regulatory applications. The breadth of experience of the PSE team puts it in a unique position to understand the economics and engineering components of electric systems and how to establish the proper balance of costs, reliability, and service. PSE will bring to the proposed work substantial technical expertise regarding:

- ☐ Resource planning and adequacy
- ☐ Transmission hedging
- ☐ Entergy and CLECO transmission assets and operations
- ☐ LPSC orders on fuel cost recovery, avoided costs, certificates of construction, competitive power supply procurement.
- ☐ Market forecasting and futures
- ☐ Federal environment regulations potentially affecting MISO operations

PSE's team of engineers and economists has worked on previous projects to assess the costs and benefits of reliability-driven investments. PSE has relevant MISO related experience.

Recent Project Experience

Client Name:	Toronto Hydro
Company Address:	5800 Yonge Street Toronto, Ontario M2M 3V5
Contact Name:	Alex Bakulev
Contact Telephone Number:	(416) 542-2716
Contact Email:	abakulev@torontohydro.com
Date Work Undertaken:	2012-Present
Nature of Assignment:	PSE has helped support the company's regulatory initiative for putting together the costs and benefits of reliability-driven investments. PSE has also undertaken a number of benchmarking studies for Toronto Hydro, both for internal and external regulatory purposes. These studies have included reliability and cost (e.g. capital and operations and maintenance spending). It has used both the econometric and peer group methods for this benchmarking. Its recent report showed the merits of increased capital spending to address weak reliability performance.

Client Name:	Vectren Energy Delivery
Company Address:	1 North Main Street Evansville, IN 47702
Contact Name:	Tim Fulton
Contact Telephone Number:	(812) 491-4528
Date Work Undertaken:	2011 – Present
Nature of Assignment:	<p>PSE has performed and is currently performing a number of benchmarking studies for Vectren. It used the econometric and peer group benchmarking approaches for the company in this research. In the studies, it identified and quantified a number of variables. These variables and the model results were statistically tested for significance.</p> <p>Results have been used to set reliability targets for Vectren and evaluate cost levels. PSE is currently working on a gas utility emergency response benchmarking model to help Vectren set reasonable emergency response targets for its three gas utilities.</p>

Client Name:	Pacific Gas and Electric
Contact Name:	Susan Merino
Contact Telephone Number:	415-973-1495
Date Work Undertaken:	2013
Nature of Assignment:	PG&E engaged PSE to perform a cost benchmarking study of the company's electric transmission and distribution costs. PSE performed an econometric benchmarking evaluation of PG&E's T&D costs against a sample of U.S. electric IOUs. This analysis allowed PG&E to compare its T&D metrics against those of other utilities around the country in a way that adjusted for each utility's particular circumstances.

Client Name:	Enbridge Gas Distribution
Company Address:	500 Consumers Road North York, Ontario M2J 1P8
Contact Name:	Michael Lister
Contact Telephone Number:	(416) 495-5043
Date Work Undertaken:	2011-2013
Nature of Assignment:	PSE has performed statistical research involving benchmarking and productivity trends for Enbridge, a gas distribution company. This work involved econometric modeling techniques. This work was submitted to the Ontario Energy Board and assisted Enbridge in its 2013 rate case and incentive regulation plan.

Publically-Available Reports and Papers by PSE

- 1. Ontario Energy Board.** Third Generation Incentive Regulation Stretch Factor Updates for 2012 (EB-2011-0387):

http://www.ontarioenergyboard.ca/OEB/Documents/Documents/Report_2012_Stretch_Factor_Updates.pdf

- 2. Ontario Energy Board.** Third Generation Incentive Regulation Stretch Factor Updates for 2013:

<http://www.powersystem.org/docs/publications/2013-benchmarking-stretch-factor-report-final.pdf>

- 3. Enbridge Gas Distribution Inc.** Analytical Review of the September 2011 PEG-R Report

May 31, 2012, submitted to Ontario Energy Board

<http://www.rds.ontarioenergyboard.ca/webdrawer/webdrawer.dll/webdrawer/rec/346868/view/>

4. **The Coalition of Large Distributors.** PSE Expert Report: Recommendations on the Design of 4th Generation Incentive Regulation

June 13, 2013, submitted to Ontario Energy Board

http://www.ontarioenergyboard.ca/oeb/Documents/EB-2010-0379/CLD_Submission_20130614.pdf

5. **Ameren Illinois Utilities.** Statistical Evaluation of the O&M Cost Performance of the Ameren Illinois Utilities

September 28, 2009, submitted to Illinois Citizens Utility Board

http://www.citizensutilityboard.org/pdfs/NewsReleases/20090930_CUBAmerenStudy.pdf

6. **The Electricity Journal**, “Formulating Appropriate Electric Reliability Targets and Performance Evaluations” Steven A. Fenrick, Lullit Getachew, Volume 25, Issue 2, March 2012, Pages 44–53

<http://www.sciencedirect.com/science/article/pii/S1040619012000371>

7. **Utilities Policy**, “Cost and reliability comparisons of underground and overhead power lines” Steve A. Fenrick, Lullit Getachew, Volume 20, Issue 1, March 2012, Pages 31–37

<http://www.sciencedirect.com/science/article/pii/S0957178711000622>

8. **Public Service Commission of Wisconsin.** “Planning T&D ‘Reliability-Driven’ Projects Using Cost-Benefit Analysis,” Docket No. 6690-CE-198. Documents 183845, 184457, 184560.

http://psc.wi.gov/apps35/ERF_search/default.aspx

Project Professional Team

The discussion below summarizes the pertinent regulatory and technical backgrounds of the professional technical consultant Team selected to assist the LSPC Staff in its efforts to monitor and participate in MISO, OMS and the ERSC. Both TCG and PSE can bring additional consulting staff to the proposed work if PURA’s work pace requires additional support staffing or additional subject matter expertise.

Townsley Consulting Group, LLC

Michael Townsley, Principal-Townsley Consulting Group, LLC

Team role: *Prime contractor, project coordinator and consulting engagement manager*

Mr. Townsley has a strategic industry perspective with over 35 years of experience in the energy and utility industry in general managerial and consulting roles; working for both regulated and unregulated energy companies and as a Deputy Director on the staff of the State of New York Public Service Commission (NYPSC).

Mr. Townsley has worked with the governance structures of the New England ISO (NE-ISO) and the New York ISO (NY-ISO). He has represented Northeast Utilities on various New England ISO working groups including: demand response, load forecasting, and retail supplier hourly load reporting. Mr. Townsley has also worked as an independent consultant to the New England ISO on demand response policy and program design. Mr. Townsley managed a demand response contract for Comverge, Inc to provide demand response resources in southwestern Connecticut to the New England ISO.

As member of the NYPSC staff Mr. Townsley provided periodic updates to the NY-ISO's load forecasting working group on the impact of the States' demand reduction initiatives. He advised on the Commission on demand response matters in New York City and successfully advocated for the NY-ISO to permit the zonal dispatch of demand response resources. Mr. Townsley was a member of the NYPSC staff's FERC team which reviewed recent FERC filings and notices and made recommendations on the level of the PSC's involvement in FERC proceedings and related strategies.

As a manager of Strategic Development & Analysis for Public Service of Oklahoma Mr. Townsley managed the implementation for the then Central & Southwest holding company (CSW) their first system wide production costing system (PROMOD) supporting each of the CSW operating subsidiaries in Louisiana, Texas and Oklahoma.

Mr. Townsley's career experience does include conducting some cost of service analyses for both CLECO and Gulf States Utilities.

His Professional experience includes: strategic business and operational business unit planning; regulatory processes, including policy formulation and case management; least cost resource planning; generation, transmission and distribution system facilities planning and design; competitive (unregulated) retail energy marketing; energy efficiency and demand response program planning, marketing, and fulfillment; program evaluation; cost benefit analysis; retail rate cost of service analyses; and research and development portfolio planning and management.

Mr. Townsley is an effective and knowledgeable energy issues communicator. He has provided expert testimony on complex utility technical and financial issues before state utility regulatory commissions, legislative bodies, siting bodies, in the states of Connecticut, Massachusetts, New Hampshire and New York.

Education:

Master of Business Administration, Rensselaer Polytechnic Institute, with elective concentrations in finance, environmental policy, and management

Bachelor of Science, Electrical Engineering, Purdue University, with an elective concentration in electric power systems analysis

Mr. Townsley has US FEMA National Incident Command System (NIMS) training and has attained certifications.

Richard Ansaldo

Team Role: *Utility Accounting, Finance, Cost Recovery and Cost Allocation Expert*

Mr. Ansaldo is a utility management, financial, accounting, economic expert specializing in the regulated utilities industry. He offers a broad range of services to clients in need of expertise in utility regulatory matters such as rate cases, mergers and acquisitions, financial reorganizations, cost benefit analyses,

preparing rate cases, intervening in rate cases, and in managing rate case processes. He has specialized expertise in utility cost of service, revenue requirements, fair rate of return, financial integrity, capital structure, financings, and project management. Mr. Ansaldo has been involved in attempts to set “generic” or standardized rate of return approaches in both New York and Connecticut. He has testified in numerous retail utility rate cases and before the Federal Energy Regulatory Commission (FERC) and PURA.

Mr. Ansaldo has 32 years of experience at the State of New York Department of Public Service with 26 years as a Section Chief in the Office of Accounting and Finance.

Mr. Ansaldo has served as the co-Chairman of the NARUC subcommittee on Finance and Economics, and as Chairman of its subcommittee on Finance.

Education:

Bachelor of Science Degree in Accounting and Business Administration, including a Graduate Certificate in Utility Regulatory Economics, New York State University Albany.

Mr. Donald V. Bourcier

Team Role: *Expert on RTO Regional Markets, Market Forecasting and Market Monitoring; Data Management Processes; and Statistical Analysis and Modeling*

Mr. Bourcier worked for ISO New England for over 30 years and in his most recent position worked as the ISO’s Manager of Market Analysis and Reporting. Mr. Bourcier also established the ISO’s Market Monitoring and Mitigation Department. Prior to utility deregulation, Mr. Bourcier served as the ISO’s Manager of Economic and Load Forecasting and served as Chairman of the NEPOOL Load Forecasting Committee. He has authored numerous technical papers on forecasting, demand-side management, price elasticity estimation, locational marginal pricing, and power market screening and congestion management.

Mr. Bourcier’s experience at ISO-NE allowed him to become knowledgeable in all facets of RTO markets. He established ISO-NE’s Market Monitoring and Mitigation department for the ISO and was its Manager from November 1997 to

November 2001 and was responsible for the analysis, monitoring, reporting, and market power mitigation activities associated with the NEPOOL deregulated wholesale electricity markets. He oversaw the development and application of analytical methodologies in the conduct of market assessments and was responsible for communicating with the Federal Energy Regulatory Commission to ensure competitive and efficient market operations. MISO has contracted with Potomac Economics to perform the duties as the Independent Market Monitor (IMM). ISO-NE performs these duties primarily in-house via its internal Market Monitoring & Mitigation unit and also works collaboratively with Potomac Economics who serves as the External Market Monitor; both of these monitoring units report to the ISO-NE Board of Directors.

As Manager of Market Analysis and Reporting, development of various analytical market metrics and reporting of market operations on a monthly, quarterly, and annual basis required a thorough knowledge and understanding of the markets. In both of these assignments, a great deal of emphasis was placed on monitoring, mitigation and reporting of locational market power due to local transmission constraints. The calculation of transmission uplift payments to generators (in MISO, these are known as RSG costs) was also performed and the resultant cost information provided to the ISO-NE Settlements group.

Mr. Bourcier has extensive experience in forecasting the demand for electric power. He was the Manager of Economic and Load Forecasting with the New England Power Pool for many years. In this role, he was responsible for the development of regional demographic, economic, and end-use/econometric load forecasting models and produced short and long-term regional forecasts. Mr. Bourcier has authored or co-authored published papers on forecasting methods, demand-side management, and demand price elasticity estimation. He also served as Chairman of the New England Power Pool (NEPOOL) Load Forecasting and Demand-Side Management Planning Committees.

Education:

Master of Science Degree in Resource Economics, University of New Hampshire

Bachelor of Science Degree in Agriculture Economics, University of Connecticut

Tom Coonan

Team Role: *Regulatory accounting and auditing; tariffs; cost of service;; regulatory adjustment mechanisms and financial decoupling; operations reviews and holding company affiliate transactions expert*

Mr. Coonan has 30 years of experience in the utility industry working on the staff of the State of New York Department of Public Service Mr. Coonan has 20 years of experience working on utility management, operational and financial audits.

Mr. Coonan was the New York Public Service Commission's project manager for the state's review of the electrical blackout, affecting much of the northeastern United States in 2003. As project manager, he developed a work plan for the review, and coordinated and monitored the work of over 30 professionals in the areas of electric transmission, distribution, generation, customer service, security, and impacts on telecommunication, water, and gas. He reviewed and approved over 1,000 interrogatories issued by the Department of Public Service, resolved discovery disputes that arose with approximately the utilities (nearly 100 utilities were involved) and other entities that were subject to this review, and helped to draft a report to the New York Public Service Commission on the findings and recommendation made by the staff team.

He has been a regulatory staff lead on several rate proceedings and was a Staff lead on the National Grid/KeySpan merger.

In PURA Docket No. 11-09-09 as TCG consultant Mr. Coonan conducted regional utility benchmarking analysis on line worker staffing, O&M and A&G expense trends in support of the Office of Consumer Counsel's participation in the docket.

Education:

Bachelor of Science, Accounting, State University of New York at Albany

Power System Engineering, Inc.

PSE proposes to commit the following individuals to the project initially.

Erik Sonju P.E. Vice President Power Delivery Planning & Design

Team Role: *PSE lead for power delivery related power engineering-related analyses and reviews*

Mr. Sonju is a professional engineer, licensed in sixteen states, with over 15 years of experience. Prior to joining PSE, he was the System Engineer and Manager of Engineering at a Michigan electric utility for six years. He also spent time in Minnesota as an engineering consultant. Mr. Sonju's expertise is in the areas of distribution and transmission planning, utility system losses, system reliability improvement initiatives, system protection and sectionalizing, distribution and transmission design, power quality investigations, connection of large loads, distributed generation, and utility operations. He has presented at both state and national conferences on a variety of technical topics and has provided written expert testimony and testimonial support in various regulatory cases.

Specific relevant experience includes:

- Worked on ten year sub-transmission reliability plan for New Hampshire Electric Cooperative. The plan assessed the cost of system reliability-driven projects against the cost of outages to customers, establishing a benefit cost ratio for selection and prioritization of projects.
- Presented to Connecticut's Two Storm Panel regarding system hardening practices and overall reliability planning.
- Assessed and developed hardening design and construction standards of overhead distribution facilities for multiple utilities in Iowa, Minnesota, and South Dakota FEMA mitigation projects.

Education:

Bachelor of Science degree in Electrical Engineering, North Dakota State University- Fargo, North Dakota with an emphasis in power systems

Thomas J Butz P.E. Senior Planning Engineer

Team Role: *PSE lead for resource planning, congestion hedging, market price projections, basis analysis and regulatory planning directives - related analyses and reviews*

Mr. Butz has experience in both transmission planning and resources planning, including integrated resource planning both while working for a G&T cooperative, and as a consultant with PSE. Resource planning power production model analysis was also used to support wholesale power pricing. With the April 1, 2005 advent of the MISO Day 2 market, Mr. Butz has been involved in a number of areas with MISO related analysis including providing Marginal Energy Component (MEC) monthly on and off peak values. MISO related work has also included evaluating the local market congestion and also basis congestion from one area in MISO to another node. Mr. Butz has also provided services for MISO members to issue a purchase power Request for Proposals (RFPs) in MISO and evaluate the risk of purchasing power from other nodes. Analysis was also been performed to determine the causes of the congestion using binding constraint reports. Mr. Butz has also provided presentations on the impact of policies and changes of regulations related to the overall energy portfolio.

Education:

Bachelor of Science degree in Electrical Engineering, University of North Dakota Grand Forks, North Dakota with an emphasis in power systems

Jeffrey Triplett P.E.

Team Role: *an Electrical Engineer and the Manager of PSE's Power Delivery Planning Department (Eastern Region)*

Mr. Triplett has over ten years of experience in the areas of system planning, protection, power quality, standards compliance, cost-of-service study retail rate analysis, distributed generation studies, and project management of substation projects. His professional career has included both working as an engineering consultant and as an engineering manager for an Ohio utility. During his years with the Ohio utility, he managed service restorations following storms, including a significant ice storm, and FEMA disaster recovery.

Education:

Bachelor of Science Electrical Engineering, Ohio University at Athens, Ohio

Rich Macke Vice President, Economics, Rates, and Business

Team Role: *Executive responsible Economic and Rate Related Analysis*

Mr. Macke leads the Economics, Rates, and Business Planning practice area. Rich and his staff provide such services to a wide range of utility clients throughout the U.S. and abroad. Rich has over 15 years of experience in numerous areas including business strategy, financial analysis and planning, cost of service studies, rate design, dynamic pricing, demand-side management, large load rates, contracts, mergers and acquisitions, regulatory support and expert testimony. He is frequently called upon to speak to utility management, directors, commissioners, and industry associations on a broad range of topics related to utility economics, finance, rates and business strategy.

Education:

Master of Business Administration, University of Minnesota's Carlson School of Management with an emphasis on Finance and Strategy

Bachelor of Arts in Business (emphasis on Finance and Marketing), Bethel University, St. Paul MN

Steve Fenrick

Team Role: *Leader of PSE's Economic Studies and Benchmarking departments*

Mr. Fenrick has been an energy utility consultant for more than a decade. His research has focused on cost and reliability performance benchmarking, value-based reliability planning, productivity analysis, construction of multi-year rate plans, and Demand Side Management programs. Steve is the conference chair for the EUCI (Electric Utility Consultants, Inc.) a semi-annual benchmarking conference focused on distribution energy utilities. He has published articles on benchmarking and incentive regulation. Recent projects include assisting numerous electric utilities across North America in evaluating and improving their cost and reliability performance, helping a large gas distributor develop its incentive regulation strategy, and Operation and Maintenance Cost benchmarking for the Ontario Energy Board.

Education:

Bachelor of Science degree in Economics, University of Wisconsin-Madison

Master's degree in Applied Economics, University of Wisconsin-Madison

Lullit Getachew

Team Role: *A Senior Economist in PSE's Economic Studies and Benchmarking departments.*

Dr. Getachew has extensive experience in conducting statistical research regarding energy utilities. Her current focus is on load forecasting and profiling, benchmarking, Demand Side Management impact evaluation, and energy efficiency studies. She is an expert in stochastic frontier analysis, data envelopment analysis, other benchmarking techniques, and productivity measurement. She has several years of experience in benchmarking in areas including: costs of power and gas distribution, power generation, bundled power service, and power reliability (utility system reliability measures SAIFI and SAIDI). She also provides empirical support used in performance-based regulation and other regulatory filings. She has written a number of academic journal articles on benchmarking and performance evaluation.

Education:

Ph.D. in Economics, Rice University

Master of Arts, Fletcher School of Law and Diplomacy (Tufts)

Bachelor of Arts, Mount Holyoke College

Jeffery Laslie Certified Public Accountant

Team Role: *Cost of Service, Tariffs, Regulatory Accounting*

Mr. Laslie has over 30 years experience in with cooperative, municipal and industrial clients working on revenue requirements, cost of service, rate design, financial and regulatory matters. He has prepared expert testimony on behalf of regulated clients on numerous occasions, assisted with developing special rates for new loads, and assisted industrial customers with evaluating the impact of new utility rate proposals. Prior to joining PSE, Jeff worked in public accounting and, for several years, managed rates and regulatory issues for a Midwestern generation and transmission cooperative.

Education:

Bachelor of Science in Accounting, Ball State University, Muncie IN

IV. Plan of Action

The work effort can be broken down into five basic activities:

- Project initiation
- Perform basic ongoing monitoring of MISO, OMS, and the ERSC boards, committees and workings groups providing timely feedback to the LPSC and Staff.
- Assess new proposals (including related FERC filings or actions) pertaining to MISO with potential implications for Louisiana's jurisdictional Load Serving Entities (LSEs) and their retail customers.
- Review and research of specific issues, studies, and recommended actions or policies.
- Periodically review and critique of the effectiveness of the MISO monitoring process.

1. Project initiation

Once a contract has been signed TCG would meet with LPSC Staff as soon as possible to discuss Staff's immediate and near term MISO monitoring and participation support needs.

Given that MISO has approximately 30 active committees it will be important to establish some initial priorities in terms of the focus and depth of the monitoring and feedback effort. The TCG team would want to discuss Staff's preferences for the flow of information between Staff and the TCG team and, if possible, identify the primary contacts for certain types of information and reporting.

It would also be useful to discuss Staff's expectations with regard to monitoring and reporting of MISO, OMS and ERSC and the coordination of the FERC monitoring effort between Staff, the TCG team and any contract legal counsel. It would be helpful for the TCG team to know of any anticipated near term FERC filings by MISO or MISO market participants.

TCG will support the monthly PSC Staff work planning sessions as outlined in the RFP. TCG would suggest a 12 month rolling budget framework by major tasks to monitor the overall anticipated project cost which could be adjusted as appropriate to meet Staff's needs.

2. Basic ongoing monitoring of MISO, OMS, and the ERSC

There is a basic or base level of activity that goes into monitoring an RTO board, committee or working group. It consists of reviewing any meeting materials prior to the meeting, attending the meeting, writing a summary of the meeting and often briefing others on certain important aspects of the meeting. These meetings can also vary in the length and the complexity of the subject matter and the level of contention that may exist among participants. The TCG team will provide LPSC Staff notes on meetings it attends and copies of the meeting materials. TCG recommends that at least once a month TCG and Staff meet to go over a distillation of what of importance has been learned and observed in the meetings recently attended, to look ahead to the upcoming meetings, and identify any potential issues or concerns that may need special attention.

3. Assess new FERC filings and notices pertaining to MISO with potential implications for Louisiana's jurisdictional Load Serving Entities (LSEs) and their retail customers.

TCG will work with LPSC Staff and others as may be appropriate to establish a process and protocol for reviewing pertinent FERC filings and notices that could have implications for MISO. Usually new FERC filings that are being made by the RTO have worked their way through the ISO governance processes and typically there are no surprises in those filings, though sometimes there can be. Less predictable are filings that are made by market participants that have not been able to achieve the relief or advantage they seek through the RTO governance structure. These filings can often have significant implications for LSEs. And sometimes the LSE's may petition FERC to get relief they cannot achieve otherwise. However a jurisdictional LSE will usually have discussed the matter with PSC Staff in advance of a FERC filing. The TCG will review these filings, notices, etc, identify potential issues of importance and make recommendations on a course of action or provide options to LPSC Staff. Sometimes FERC filings and notices can

precipitate issues regarding the PSC's jurisdiction verses the FERC's jurisdiction. The TCG team will endeavor to understand the nature of MISO related issues that may be of particular ongoing concern to LPSC Staff regarding the FERC.

4. *Review and research of specific issues, studies, and recommended actions or policies.*

There may be situations in monitoring MISO and perhaps issues before the OMS and ERSC where the level of engagement needs to go beyond basic level monitoring and reporting. This can sometimes be the case where studies and analyses are being conducted to understand a market problem or for the purposes of making investment decisions in which it is necessary to get deeper into the details to review the assumptions and/or the analytical frame work being employed or the construct of the alternatives being analyzed and the robustness of final results themselves. Sometimes it can be the case in an RTO committee or working group that a particular group of market participants can heavily influence various aspects studies and assessments regardless of the efforts of an RTO staff to try and maintain objectivity. In such cases it may be necessary for the TCG team to look deeper into the details to be able to advise LPSC Staff on the objectivity of study results. In such cases the TCG team will discuss the situation with LPSC Staff prior to undertaking a deeper look into an issue to get concurrence before proceeding. The TCG team has the experience and capacity to conduct fully independent analysis RTO related issues should the LPSC Staff need that type of support.

5. *Periodically review and critique of the effectiveness of the MISO monitoring process.*

TCG believes in striving to achieve continuous improvement the quality of the services it provides to clients. Therefore TCG would at minimum on a quarterly basis take the time to review and critique the effectiveness of the MISO monitoring process to LPSC Staff to identify opportunities for improvement.

V. Pricing

The proposal pricing is valid for work carrying through until December 31, 2015. The pricing for professional staff hourly rates may increase at rate of 2% per year for the remaining term of the engagement.

Professional Staff Hourly Rates:

Michael Townsley	\$ 240/Hour
Richard Ansaldo	\$ 235/Hour
Don Bourcier	\$ 200/Hour
Tom Coonan	\$ 210/Hour
Eric Sonju	\$ 240/Hour
Tom Butz	\$ 225 /Hour
Richard Macke	\$ 240/Hour
Steven Fenrick	\$ 215/Hour
Jeffrey Triplett	\$ 220/Hour
Lullit Getachew	\$ 200/Hour
Jeffery Laslie	\$ 220/Hour

Generic TCG staff analyst time will be billed at \$75/Hr.

Travel Related Expenses

All out-of-pocket travel related costs for meals, lodging, transportation, and similar expenses, will be billed at actual costs. All travel expenses billed by the TCG team will comport with the state authorized rates in the Travel Policies and Procedures Memorandum issued by the State of Louisiana, Division of Administrative in effect at the time such expenses are incurred (“Allowable Expenses”).

The TCG will attempt to minimize travel expenses in the conduct of the consulting engagement. Though Power System Engineering’s main office is in Madison WI it also has offices in the Indianapolis, IN vicinity where MISO’s main office is located and in Minneapolis MN where MISO and OMS also have offices, some of the professional staff chosen for this consulting engagement work out of these offices. Similarly, though TCG’s home office is in Old Saybrook, CT it has a secondary work location in western Arkansas which is within approximately 2

hours travel time of the new regional operations center MISO is building in Little Rock, AR and some of TCG's travel will be from its secondary work location.

Other Miscellaneous Expenses:

Other miscellaneous expenses, such as for mailing, communications, office supplies, reference materials, reproduction, and similar items, will be billed at their direct costs. The appropriate documentation will be provided.

Billing:

TCG will submit invoices payable net 30 days.

Other Terms:

All pricing is exclusive of any applicable state sales or other applicable fees.

VI. Insurance Coverage

The Townsley Consulting Group, LLC maintains \$1,000,000 in general liability coverage per incident with a limit of \$2,000,000 per insurance coverage period. Additionally, the firm maintains \$1,000,000 in errors and omissions coverage

VII. Conflict of Interest Statement

The Townsley Consulting Group, LLC does not currently have any contractual relationship with Entergy, CLECO, MISO or any MISO participants. Power Systems Engineering, Inc. is not currently working for Entergy, MISO or CLECO on the Resource and transmission side of its business. PSE has in the past represented MISO participants, however typically not in Louisiana or states bordering Louisiana.

VIII. Proposal Contact Information

Questions and other communications regarding this proposal should be directed to:

The Townsley Consulting Group, LLC
Michael Townsley, Principal
2 Fox Hill Road
Old Saybrook, CT 06475
(860) 304- 2412; Mike@Townsleyconsulting.com

APPENDIX A
Professional Consulting Staff Resumes

MICHAEL W. TOWNSLEY

OVERVIEW

Mr. Townsley has a strategic industry perspective with over 35 years of full process experience in the energy and utility industry in general managerial and consulting roles; working for both regulated and unregulated energy companies; and for a large state utility regulatory Commission.

His Professional experience includes: strategic business and operational business unit planning; regulatory processes including policy formulation and case management; least cost resource planning; generation, transmission and distribution system facilities planning and design; competitive (unregulated) retail energy marketing; energy efficiency and demand response program planning, marketing and fulfillment; program evaluation; cost benefit analysis; retail rate cost of service analyses; research and development portfolio planning and management.

Mr. Townsley is an effective and knowledgeable energy issues communicator. He has provided expert testimony on complex utility technical and financial issues before state utility regulatory commissions, legislative bodies, siting bodies, etc, in the states of Connecticut, Massachusetts, New Hampshire and New York. He has achieved beneficial outcomes in numerous complex regulatory proceedings working often collaboratively in multiparty stakeholder frameworks.

SELECTED ACCOMPLISHMENTS

- Managed New York State PSC Staff's analysis of over 160 program proposals and developed funding recommendations for the Commission enabling approval of over \$1 Billion dollars in energy efficiency programs investments to implement New York's Energy Efficiency Portfolio Standard (EEPS).
- Acted as a lead negotiator for Northeast Utilities on numerous multiparty regulatory settlements on the technical and financial aspects for energy efficiency resource acquisition totaling over \$500 Million achieving over 500 MWs in demand reductions.
- Managed the development and implementation of an analytical framework and the supporting data management systems to report unregulated retail electricity supplier hourly loads to ISO New England on a next day basis.
- Directed a corporate level task force to implement an advanced generation dispatch production costing system for a major utility holding company system in the south west for corporate headquarters use and use at four operating utility subsidiary locations.

PROFESSIONAL EXPERIENCE

Townsley Consulting Group LLC | Old Saybrook, CT | 2011-Present)

Mr. Townsley is the Principal and sole manager, providing management consulting services to clients seeking guidance and assistance on energy related policy and regulatory process matters; strategic and operational business planning; marketing and fulfillment initiatives for commodity energy; energy efficiency and demand response programs, and utility operational assessments.

State of New York Department of Public Service | New York, NY | 2006-2011

Mr. Townsley served as Deputy Director/Chief; Office of Industry and Governmental Relations/ Office of Energy Efficiency and the Environment/ Office of Electricity and the Environment. His responsibilities included: overseeing the Staff's conduct of investigations and management audits of electric utility operational matters within the New York City metropolitan area. The areas of investigation included: facilities' failures, customer emergency outage restoration performance and customer service operations. He managed the Staff's development of recommendations to the State of New York Public Service Commission on the formation of a comprehensive Energy Efficiency Portfolio Standard (EEPS) to reduce energy use by 15%. Mr. Townsley was a member of a staff team advising the Commission on FERC case matters related to the wholesale markets.

COMVERGE INC / Old Saybrook, CT | 2005

Mr. Townsley supported Comverge's fulfillment of its contract with ISO New England to provide Installed Capacity (ICAP) demand response resources in Connecticut. Enabled Comverge's successful participation in Connecticut retail regulatory proceedings related to the implementation of the state's Energy Independence legislation. Responsibilities included: regulatory process support, targeted account sales, equipment installation oversight, customer service inquiries and some product development initiatives.

Townsley Consulting Group LLC | Old Saybrook, CT | 2001- 2005

As Principal, Mr. Townsley provided management consulting services to clients such as: ISO New England, utilities, etc, on energy policy issues, marketing initiatives, independent program evaluations and operational matters related to the integration of demand side management resources into RTO regional power supply resource portfolios.

Northeast Utilities Service Company, (NU) | Berlin, CT | 1987-2001

As Manager of Market Planning and Conservation Programs/ Manager Demand Program Planning & Analysis, represented corporate interests in collaborative multiparty stakeholder settlement processes covering over \$ 500 Million in energy efficiency expenditures. Testified to secure efficiency program plan approvals and on related integrated resource planning (IRP) matters before Public Service Commissions in Connecticut, Massachusetts and New Hampshire. Managerial responsibilities included: market planning and program development, multi-channel market management (employing: cataloging, internet sales, retail point of purchase sales, managed accounts sales, trade ally strategic alliances, revolving loan funds and on-bill financing), marketing communications, performance based ratemaking goal attainment, service delivery and fulfillment, efficiency program evaluation, budget management, staffing.

Public Service Company of Oklahoma, (a subsidiary of the Central & Southwest Corporation the latter acquired by American Electric Power) | Tulsa, OK | 1978-1986

As Manager of Strategic Development and Analysis/Manager of Strategic Planning/ Manager of Corporate RD&D, Cost of Service Supervisor/ Assistant to the Treasurer Mr. Townsley developed and facilitated both the corporate strategic planning and the operational business unit planning processes; created a competitive intelligence information gathering, analysis and reporting function; lead corporate asset acquisition and divestiture planning analyses; managed a corporate R&D portfolio; and developed an in house cost of service analyses capability.

Other Relevant Experience

Sargent & Lundy, a large Chicago based power industry consulting concern, providing services to utilities, the US government and large (heavy power) industrial clients. The work entailed engineering and economic analyses to support client decision making related to major capital investments in power plants and transmission facilities; as well as supporting facilities design and construction cost management. Additionally while working on his engineering degree Mr. Townsley accumulated over 1 year in full time experience as a distribution system engineer for the Northern Indiana Public Service Company and he worked for a Purdue University electrical engineering professor as a research assistant testing innovative power transmission modes.

Mr. Townsley has US FEMA Incident Command training and attained certifications.

EDUCATION

Master of Business Administration, Rensselaer Polytechnic Institute Lally School of Management, with elective concentrations in finance, environmental policy and management
Bachelor of Science, Electrical Engineering, Purdue University, with an elective concentration in electric power systems analysis

PUBLIC AND INDUSTRY BOARD LEVEL EXPERIENCE

The Association of Energy Services Professionals International (AESP), Elected Director, and Vice President for Communications- to December 2004

Connecticut Energy Conservation Management Board –to August 2001

Northeast Energy Efficiency Partnership, (a 501 3c), Board Member – to August 2001

PROFESSIONAL SOCIETY MEMBERSHIPS

Institute of Electrical & Electronic Engineers (IEEE); Connecticut Power & Energy Society

Richard L. Ansaldo

Professional Experience

Areas of Expertise and Specialization

Mr. Ansaldo has 32 years of experience from September 1976 to October 2008 in regulating Electric, Gas, Telephone and Water utilities in increasingly responsible roles at the New York State Department of Public Service the staff arm of the State of New York Public Commission. For 26 of those years he was a Section Chief in the Office of Accounting and Finance. In that role Mr. Ansaldo supervised financial analysts and accountants in the exercising the agency's role in supporting the Public Service Commission's jurisdiction over utility rates and service.

Mr. Ansaldo's Specific areas of expertise include financial analysis, revenue requirements, rate of return, economic studies, financing techniques, capital structure, financial integrity, regulatory policy, management, negotiations, and administrative rules and regulations. Since 2008 Mr. Ansaldo has been self-employed as an independent consultant providing advice and expertise on energy, conservation, utility, policy, and financial issues.

Relevant Experience

- Chief, Office of Accounting and Finance for the New York State Department of Public Service, 1992 – 2008. Senior policy and technical advisor to the Commission on electric, gas, telephone, and water matters, and shared administrative responsibilities for Office of Accounting and Finance. Responsibilities included regulatory and competitive policy development and implementation, overseeing rate proceedings and ratemaking, review corporate financial planning, reviewing and advising on utility financial plans, reviewing mergers and acquisitions and intervention in FERC gas proceedings. Developed a training program for Staff development in rate cases.
- Chief of Utility Financing in the Office of Accounting and Finance for the New York State Department of Public Service, 1982 – 1992. Senior policy and technical advisor to the Commission on electric, gas, telephone, and water matters, focusing on financial issues and shared administrative responsibilities for Office of Accounting and Finance.
- National Association of Regulatory Utility Commissioners (NARUC), 1984 – 1990. Directed the expansion of Finance Section and served as Chairman to NARUC Subcommittee on Finance from 1984 to 1986 and Co-chair of the merged Subcommittee on Finance and Economics from 1986 – 1990.
- Progressed from Senior Accountant to Principal Financial Analyst in the Office of Accounting and Finance for the New York State Department of Public Service from 1976 to

1982. In that role testified in numerous rate proceedings involving electric, gas, telephone and water utilities and analyzed numerous financing petitions.

- From 1972 – 1976 was at the General Electric Company in the Financial Management Training Program and then served in account and auditing positions at the New York State Department of Labor.

Specific Expertise Developed in Support of the State New York Public Service Commission

- Testified in over 45 proceeding involving issues of rates, emergency rates, plant phase-ins, steam system abandonment, coal conversion, long-term rate plans and cash management.
- Testified before the New York Commission, FERC, and The Connecticut Department of Utility Control.
- Developed and reviewed revenue requirements for utility rate cases.
- Developed discount rates to perform strategic analysis on plans to continue nuclear plant completion and to evaluate conservation programs for demand side management.
- Assisted Administrative Law Judges in developing recommendations in cases to be presented to the Commission.
- Made presentations to the Commission on a multitude of issues involving rates, finances and policy and advised Commissioners on pending decisions.
- Acquired special expertise in negotiations through experience and academic training program by Harvard University professors based upon the book “Getting to Yes.”
- Developed “milestone” criteria for honoring power purchase contracts during the 1980s and 1990s.
- Developed protections against holding company abuses which have become policy at the New York Department of Public Service.

- Developed techniques for removing the impact of non-earning assets from Holdco financial statements so that utility rates would not be increased by Holdco activities.
- Advised the Receiver for a utility in bankruptcy, leading to the successful continuation of utility service after a successful auction of the troubled utility.

New York Utilities Covered

Consolidated Edison Company of New York, Inc.

Orange and Rockland Utilities, Inc.

Central Hudson Gas & Electric Corporation

Niagara Mohawk Power Corporation (now National Grid)

New York State Electric & Gas Corporation

Rochester Gas and Electric Corporation

National Fuel Gas

Long Island Lighting Company (now Long Island Power Authority, aka LIPA)

KeySpan Gas Properties (now National Grid)

Corning Natural Gas

All Major Water Utilities

All Telephone Companies including NYNEX (now Verizon)

Education

Bachelor of Science Degree in Accounting and Business Administration, and a Graduate Certificate in Utility Regulatory Economics, State University of New York at Albany

DONALD V. BOURCIER

PROFESSIONAL EXPERIENCE

Mr. Donald V. Bourcier worked at ISO New England, Inc. for more than 31 years. His last position at the ISO was as Manager of Market Analysis and Reporting. He established the Market Monitoring and Mitigation department for the ISO and was its Manager from November 1997 to November 2001. In these roles, he was responsible for the analysis, monitoring, reporting, and market power mitigation activities associated with the NEPOOL deregulated wholesale electricity markets. He oversaw the development and application of analytical methodologies in the conduct of market assessments and was responsible for communicating with the Federal Energy Regulatory Commission to ensure competitive and efficient market operations.

Prior to these deregulated market positions, Mr. Bourcier was Manager of Economic and Load Forecasting with the New England Power Pool. In this role, he was responsible for the development of regional demographic, economic, and end-use/econometric load forecasting models and produced short and long-term regional forecasts. Mr. Bourcier served as Chairman of the NEPOOL Load Forecasting and Demand-Side Management Planning Committees and performed a lead role for the NEPOOL Information Policy Working Group.

Mr. Bourcier has authored or co-authored published papers on forecasting methods, demand-side management, price elasticity estimation, locational marginal pricing, market power screening, and congestion management. He has presented papers at several seminars on market power, on load forecasting methods, on the use of load research data in forecasting, and has served as a Reviewer for *The Energy Journal* of the International Association for Energy Economics. He has provided expert witness testimony before the U.S. Nuclear Regulatory Commission, Atomic Safety and Licensing Board, and before the Massachusetts Department of Public Utilities. Prior to joining NEPOOL in 1972, he was a Marketing Research Analyst with the Sperry Rand Corporation and a Statistical Economist with the United Illuminating Company. Mr. Bourcier has also been an Instructor of Microeconomics at Quinnipiac College.

THE ALPHA GROUP, NORTON, MA

Consulting Energy Economist

2007-2008

ISO NEW ENGLAND, INC, HOLYOKE, MA

Manager, Market Analysis and Reporting

2001-2004(Retired)

Manager, Market Monitoring and Mitigation	1997-2001
NEW ENGLAND POWER POOL, HOLYOKE, MA	
Manager, Economic and Load Forecasting	1980-1997
Economic and Load Forecasting Analyst Positions	1972-1980
SPERRY RAND CORP.,	
REMINGTON SHAVER DIVISION, BRIDGEPORT, CT	
Senior Market Research Analyst	1970-1972
QUINNIPIAC COLLEGE, HAMDEN, CT	
Microeconomics Instructor, Evening Division	1970 & 1971
THE UNITED ILLUMINATING CO., NEW HAVEN, CT	
Statistical Economist	1966-1970

EDUCATION

UNIVERSITY OF NEW HAMPSHIRE	
Master of Science, Resource Economics	1964-1967
UNIVERSITY OF CONNECTICUT	
Bachelors of Science, Agricultural Economics	1962-1964
AMERICAN INTERNATIONAL COLLEGE	1960-1962

PUBLICATIONS, PRESENTATIONS & PAPERS

Min-max Transfer Capabilities of Transmission Interfaces, co-authored with D. Gan, X Luo, and R.J. Thomas, **Electrical Power and Energy Systems**, 2003.

“A Single-Period Auction Game Model for Modeling Oligopolistic Competition in Pool-based Electricity markets”, co-authored with D. Gan, paper submitted for presentation in **2002 IEEE PES Winter Meeting**, New York, NY.

“Long-Term Load Forecasting” paper, Invited Speaker, **“Electricity Markets Workshop”, Coordinating Association of Central American Energy Regulators (ACERCA), U.S. Energy Association (USEA), and U.S. Agency for International Development (USAID),** Panama City, Panama, October 9-12, 2002.

“ISO New England Market Monitoring & Mitigation” paper, Invited Speaker, **“Electricity Markets Workshop”, Coordinating Association of Central American Energy Regulators (ACERCA), U.S. Energy Association (USEA), and U.S. Agency for International Development (USAID),** Panama City, Panama, October 9-12, 2002.

Locational Market Power Screening and Congestion Management: Experience and Suggestions, co-authored with D. Gan, **IEEE Transactions on Power Systems**, October, 2001.

“NEPOOL Deregulated Wholesale Markets: Structure, Data Requirements and Market Power Monitoring” paper, Invited Speaker, **“Experimenting with Freer Markets: Lessons from the last 20 Years and Prospects for the Future”, 21st Annual International Conference of the International Association For Energy Economics (IAEE),** Quebec City, Quebec, Canada, May 13-16, 1998.

“Utility Survey Results on Forecasting Methods and Assumptions” paper, Invited Speaker, **“Forecasting & DSM: Organizing for Success”, Electric Power Research Institute’s Ninth Electric Utility Forecasting Symposium,** 1993.

“Marketing and Load Forecasting” paper, Invited Panelist, **IEEE Summer Power Meeting,** Portland, OR 1988.

“Regional/National Load Research Data Base–Development and Uses” paper, Invited Speaker, **3rd Northeast Regional AEIC Load Research Conference,** 1984.

“Use of Load Research Data in Long Range Forecasting” paper, Invited Speaker, **1st**
Northeast Regional AEIC Load Research Conference, 1982.

“The NEPOOL Model for Long-Range Forecasting of Electric Energy and Peak Demand”
paper, Invited Speaker, **“Forecasting Demand and Energy Requirements”** seminar,
University of Wisconsin, Engineering & Applied Science, Madison, WI, 1979 and 1981.

Economic Analysis of Public Water Supply in the Piscataqua River Watershed, co-authored
with Robert H. Forste, **U.S. Dept of Interior, Water Resources Research Center**, University
of New Hampshire, Durham, N.H, 1967.

THOMAS COONAN

Professional Experience

Townsley Consulting Group LLC (2011 – current)

Connecticut PURA - Docket 11-09-09 – Storm Proceeding – as a consultant for the Connecticut Office of Consumer Council (OCC) evaluated several aspects associated with the electric utilities' preparation for, and response to, the Tropical Storm Irene and Snowstorm Alfred including incentive regulation methods for severe storm restoration, appropriate lineworker staffing levels for storm conditions, and utility investment priorities involving distribution plant and maintenance. Submitted testimony and exhibits and participated in hearings.

New York State Department of Public Service (1978 – 2011)

Gas Rates & Tariff Section – 1999 – 2011

Chief of the Gas Rates & Tariff Section from 2008- 2011. As chief, managed section of 12 engineers and was responsible for “all” gas rate & tariff matters associated with the 18 gas utilities in New York State. Mr. Coonan was responsible to advise the Chairman and Commissioners on all gas rate matters. As section Chief he interacted with public, State Legislature, utilities, and energy service companies on an as-needed basis. Was responsible for all gas rate proceedings, tariff filings, generic proceedings, gas cost reviews, utility franchise applications, and technical customer complaints involving gas rates. Mr. Coonan was a lead on the Department's review of ratemaking policies involving former manufactured gas plant site remediation activities.

Prior to becoming Chief of the Gas Rates and Tariff Section I Mr. Coonan worked on multiple rate proceedings, a merger case, major electric outage investigation, tariff filings, customer complaints, franchise applications, competitive matters involving energy service companies, and a generic proceeding involving the promotion of gas fired distributed generation in New York State. Mr. Coonan was a lead on the National Grid and KeySpan merger case, and on three major utility rate proceedings. Was the Project manager for New York State's review of 2003 major electric blackout in Northeastern US and managed the work of several department professional staff.

Utility Operational & Management Audit Sections – 1986 - 1999

Conducted and/or managed several operational and management audits of electric, gas, telephone and water utility operating practices. The audit topics included internal controls, field crew productivity, fuel procurement, ethics, general procurement practices, risk management. Worked on several Commission proceedings to introduce retail competition into electric and gas

commodity markets and to manage the relationship between energy service companies, utilities, and customers.

Office of Accounting & Finance, Audit Section – 1979 – 1986

Audited electric, gas, telephone and water utility rate increase applications – conducted discovery efforts, submitted testimony, and participated in hearings.

Education

Bachelor of Science, Accounting, State University of New York at Albany

LULLIT GETACHEW, PhD SENIOR ECONOMIST

SUMMARY OF EXPERIENCE AND EXPERTISE

- Expert in applying econometric methods to utility research topics.
- Provides econometric support and review on all PSE economic and market research practice areas.
- Conducts empirical studies using multiple programming languages.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. – Madison, WI (2011-present)

Senior Economist

Provides consulting services to electric utilities nationwide in load forecasting and research, performance benchmarking, customer and end-use surveys, market research, energy efficiency filings, and demand-side management.

Pacific Economics Group Research – Madison, WI (2002-2011)

Senior Economist

Conducted research in support of regulatory filings of energy utilities. Analyzed efficiency of regulated entities using various econometric and non-parametric methods including panel data, frontier methods, and system estimators. Prepared studies and reports for performance-based regulation of transmission and distribution energy businesses, undertook total and operation cost benchmarking, prepared reports for rate settlements, and marketed flexibility in rate designs. Undertook studies on service quality conditions and requirements in regulation.

Rice University Economics Department – Houston, TX (1999-2002)

Research Assistant to Professor Robin Sickles (Summer 1999-Summer 2002)

Performed a time-series analysis of aircraft demand by major world airlines. Worked on a stochastic distance frontier model used to assess the productive performance of a group of European airlines. Developed a detailed panel with input and output data for the private manufacturing sector of Egypt. Used parametric and non-parametric methods to examine total factor productivity improvements of this sector from 1987 to 1996, particularly in light of reforms undertaken in 1991.

Instructor, Principles of Macroeconomics (Spring 2000-Spring 2001)

Prepared lectures and taught the students enrolled in the class. Researched and presented articles related to concepts covered by the course material. Evaluated students' performance.

EDUCATION

Rice University - Houston, TX

Ph.D., Economics, 2002

The Fletcher School, Tufts University - Medford, MA

Master of Arts in Law and Diplomacy (MALD)

Mount Holyoke College - South Hadley, MA

PUBLICATIONS

"Formulating Appropriate Electric Reliability Targets and Performance Evaluations," 2012, with S.A. Fenrick, *The Electricity Journal*, 25 (2): 44-53.

"Cost and reliability comparisons of underground and overhead power lines," 2012, with S.A. Fenrick, *Utilities Policy*, 20: 31-37.

"Estimation of the effects of price and billing frequency on household water demand using a panel of Wisconsin municipalities," 2012, with S.A. Fenrick, *Applied Economics Letters*, 19: 1373-1380.

"Econometric TFP Targets, Incentive Regulation and the Ontario Gas Distribution Industry," 2009, with Mark N. Lowry, *Review of Network Economics*, 8 (4): 325-345.

"Alternative Regulation, Benchmarking, and Efficient Diversification," 2009, with Mark N. Lowry, *Dialogue: United States Association for Energy Economics*, 17 (2): 27-31.

"The Market Structure of the Power Transmission and Distribution Industry in the Developed World", 2009, in Hunt, Lester C. and Joanne Evans (eds.). International Handbook on the Economics of Energy. Cheltenham, UK: Edward Elgar Publishing.

"The Economics and Regulation of Power Transmission and Distribution: The Developed World Case," 2009, with Mark N. Lowry, in Hunt, Lester C. and Joanne Evans (eds.). International Handbook on the Economics of Energy. Cheltenham, UK: Edward Elgar Publishing.

"Statistical Benchmarking in Utility Regulation: Role, Standards and Methods," 2009, with Mark N. Lowry, *Energy Policy* 37: 1323-1330.

"Price Control Regulation in North America: Role of Indexing and Benchmarking," 2009, with Mark N. Lowry, *The Electricity Journal*, 22: 63-76.

"AltReg Rate Designs Address Declining Average Gas Use," 2008, with Mark N. Lowry, David Hovde and Steve Fenrick. *Natural Gas & Electricity* 24 (9): 13-18.

"The Policy Environment and Relative Price Efficiency of Egyptian Private Sector Manufacturing," 2007, with R.C. Sickles, *The Journal of Applied Econometrics*, 22 (4): 703-854.

"Regulation of Gas Distributors with Declining Use Per Customer", 2006, with M.N. Lowry and S. Fenrick, *Dialogue: United States Association for Energy Economics*, 14 (2): 17-21.

"Econometric Benchmarking of Cost Performance: The Case of U.S. Power Distributors," 2005, with M.N. Lowry and D. Hovde, *The Energy Journal*, 26 (3): 75-92.

“Specification of Distance Functions Using Semi- and Non-parametric Methods with An Application to the Dynamic Performance of Eastern and Western European Air Carriers,” 2002, with R. Sickles and D. Good, *Journal of Productivity Analysis*, 17 (1-2): 133-155.

“A Model of World Aircraft Demand,” 1998, with D. Good, A.K. Postert and R. Sickles, in Michael T McNerney (ed.) Airport Facilities: Innovations for the Next Century American Society of Civil Engineers: Reston, VA. 40-59.

JEFFREY M. TRIPLET, P.E.

UTILITY SYSTEM CONSULTANT

SUMMARY OF EXPERIENCE AND EXPERTISE

- Experienced professional engineer on projects involving electric transmission and distribution system planning, power quality, system protection, distributed generation interconnection, distribution line design, and construction standards.
- Experienced consultant and analyst for unbundled cost-of-service studies and retail rate studies.
- Prior experience at Lorain-Medina Rural Electric Cooperative and Buckeye Power, Inc. as an Engineering Services Manager and Power Delivery Engineer working on projects involving distribution system planning, protection and operation, new transmission delivery points, and retail rate analysis.
- Licensed Professional Engineer in ten states.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. – Marietta, OH (2005-present)

Utility System Consultant)

Responsible for projects involving transmission and distribution system planning, system protection, power quality, economic analysis, distribution system operation, onsite generator applications, distributed generation interconnection standards and interconnection facilities design, distribution line inspection, and retail rate analysis.

- Responsible for leading PSE's Ohio office.
- PSE client liaison for clients in Ohio, Pennsylvania, West Virginia, Vermont, Maine, and New York.
- Provide training and information sessions at regional Cooperative engineering and management meetings as well as national technical conferences.

Lorain-Medina Rural Electric Cooperative - Wellington, OH (2004-2005)

Engineering Services Manager

- Responsible for the engineering services department of two electric distribution cooperatives.
- Project manager of new and existing substation design and construction projects and electric distribution power system planning studies.
- Designed power system protection schemes and specified control settings.
- Inspected electric distribution construction and standards to ensure they were in compliance.

- Designed unbundled cost-of-service studies models and retail rates.
- Assisted management in the development and updating of cooperative policies.
- Participated in statewide effort to develop Distributed Generation Interconnection Technical Requirements.

Buckeye Power – Columbus, OH (1996-2004)

Consulting/Power Delivery Engineer (1999-2004)

- Inspected electric distribution construction and standards to ensure they were in compliance.
- Designed power system protection schemes and specified control settings.
- Project manager of electric distribution power system planning studies.
- Design unbundled cost-of-service studies models and retail rates.
- Evaluated power transmission delivery and costs.
- Supervised co-op student training and work.

Student Engineer (1996-1999)

- Worked closely with senior engineers conducting various studies for electric distribution cooperatives.
- Completed electric distribution power system planning studies and prepared future power requirements studies.
- Evaluated economic cost comparisons of capital projects.
- Performed unbundled cost-of-service studies and retail rate analysis.

EDUCATION

Ohio University, Athens, OH

Bachelor of Science in Electrical Engineering, 1999

Continuing Education Courses:

- ABB Basic Relaying Theory and Application School
- ABB Advance Relay Theory and Application School
- Cooper Power Systems Applications of Overcurrent Protection Workshop
- NRECA Distributed Generation Interconnection Workshop

PROFESSIONAL MEMBERSHIPS

Institute of Electrical and Electronics Engineers

STEVEN A. FENRICK

LEADER, BENCHMARKING AND ECONOMIC STUDIES

SUMMARY OF EXPERIENCE AND EXPERTISE

- Leader of PSE's Economics and Market Research group which conducts research in the fields of performance benchmarking, incentive regulation, value-based reliability planning, DSM, load research and forecasting, and survey design and implementation.
- Manages PSE's cost, productivity, and reliability performance benchmarking practice.
- Directs research on value-based reliability planning efforts for electric utilities.
- Expert in performance-based ratemaking and incentive regulation.
- Directs economic research on investigating the impacts and costs/benefits of DSM programs and designing statistically robust pilot designs.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. – Madison, WI (2009 to present)

Leader, Economics and Market Research

Responsible for providing consulting services to utilities and regulators in the areas of reliability and cost benchmarking, incentive regulation, value-based reliability planning, demand-side management including demand response and energy efficiency, load research, load forecasting, end-use surveys, and market research.

- Leads research, on an annual basis, with over a dozen electric utilities in evaluating cost, productivity, and reliability performance and uncovering methods to improve their operations.
- Benchmarking consultant to the Ontario Energy Board regarding their 3rd Generation Incentive Regulation Plan for the last two years.
- In the process of designing and analyzing DSM pilot projects at over 25 electric utilities across the country.
- Testimony experience regarding performance value-based reliability planning, benchmarking and productivity analysis.
- Has given several presentations on performance benchmarking and productivity analysis, costs and benefits of DSM programs, and measurement and verification (M&V) techniques.
- Key speaker at EUCI conferences regarding cost and reliability performance evaluation and productivity analysis of distribution utilities.

Pacific Economics Group – Madison, WI (2001 - 2009)

Senior Economist

Co-authored research reports submitted as testimony in numerous proceedings in several states and in international jurisdictions. Research topics included statistical benchmarking, alternative regulation, and revenue decoupling.

EDUCATION

University of Wisconsin - Madison, WI

Master of Science, Agriculture and Applied Economics

University of Wisconsin - Madison, WI

Bachelor of Science, Economics (Mathematical Emphasis)

Publications & Papers

- “Cost and Reliability Comparisons of Underground and Overhead Power Lines”, *Utilities Policy*, March 2012. (With Lullit Getachew).
- “Formulating Appropriate Electric Reliability Targets and Performance Evaluations”, *Electricity Journal*, March 2012. (With Lullit Getachew)
- “Enabling Technologies and Energy Savings: The Case of EnergyWise Smart Meter Pilot of Connexus Energy”, November 2012. (With Chris Ivanov, Lullit Getachew, and Bethany Vittetoe)
- “Estimation of the Effects of Price and Billing Frequency on Household Water Demand Using a Panel of Wisconsin Municipalities”, *Applied Economics Letters*, 2012, 19:14, 1373-1380.
- “Altreg Rate Designs Address Declining Average Gas Use”, *Natural Gas & Electricity*. April 2008. (With Mark Lowry, Lullit Getachew, and David Hovde).
- “Regulation of Gas Distributors with Declining Use per Customer”, *Dialogue*. August 2006. (With Mark Lowry and Lullit Getachew).
- “Balancing Reliability with Investment Costs: Assessing the Costs and Benefits of Reliability-Driven Power Transmission Projects.” April 2011. *RE Magazine*.
- “Ex-Post Cost, Productivity, and Reliability Performance Assessment Techniques for Power Distribution Utilities”. Master’s Thesis.

Expert Witness Experience

- Docket No. 6690-CE-198, Wisconsin Public Service Corporation, “Application for Certificate of Authority for System Modernization and Reliability Project”.
- Docket No. EB-2012-0064, Toronto Hydro’s Incremental Capital Module (ICM) request for added capital funding.
- Docket No. 09-0306, Central Illinois Light rate case filing.
- Docket No. 09-0307, Central Illinois Public Service Company rate case filing.
- Docket No. 09-0308, Illinois Power rate case filing.

ERIK S. SONJU, P.E.

VICE PRESIDENT – POWER DELIVERY PLANNING AND DESIGN

SUMMARY OF EXPERIENCE AND EXPERTISE

- Experienced Professional Engineer in areas of electric transmission and distribution system operations, capital asset planning, design, and reliability assessment.
- Other areas of expertise include system protection and coordination, power quality investigations, system loss analysis, distributed generation interconnections.
- Instructor for professional development courses in power delivery planning, system protection, and line design.
- Licensed Professional Engineer in 16 states.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. –Madison, WI (2006-present)

Vice President – Power Delivery Planning and Design (2010 - Present)

Responsible for PSE's efforts in electric transmission and distribution capital asset planning, substation design, transmission line design and distribution line design. Other responsibilities included overseeing system protection and coordination studies, system operations and maintenance support, distributed generation interconnection studies, and specialty studies.

Leader of System Planning and Line Design (2008 – 2010)

Senior engineer and leader of system planning and line design. Emphasis included short range and long range system planning studies, distributed generation system impact studies, system protection studies, and expert testimony in regulatory proceedings associated with engineering analysis used for State Commission and FERC filed tariffs. Other responsibilities included distribution and transmission line design.

Leader of System Planning (2006 – 2008)

Senior engineer and leader of distribution system planning projects.

Great Lakes Energy –Boyne City, MI (2001-2006)

System Engineer and Manager of Engineering

System engineer and engineering department manager for a newly formed 120,000 customer electric distribution cooperative following the merger of three cooperatives in Michigan.

- Activities included the establishment of an engineering department responsible for system planning, system protection, daily engineering support to operations, mapping, line design, metering, and distribution system technology applications.
- Other activities included representation for the Michigan Electric Cooperative Association in the development of distributed generation interconnection standards for the State of Michigan, Public Service Commission presentations on behalf of the cooperative regarding reliability initiatives, and interconnection agreements with large industrial customers.

Heartland Engineering Services – Rockford, MN (1999-2001)

System Engineer

Co-founder of an engineering consulting firm for utilities owning transmission and distribution facilities.

- Responsible for a wide range of power system engineering projects and client relation functions.
- Emphasis in long range and short range system plans, system protection and coordination, power quality investigations, programming of electric system controls, line design, power factor correction studies, substation construction coordination, post construction inspections, cost of service studies, and capital credit allocation studies for electric cooperatives.

United Services Group – Elk River, MN (1997-1999)

Planning Engineer

Consulting engineer within a department of United Power Association (currently Great River Energy) for its distribution cooperative members and non-member utilities.

- Performed short and long-range distribution planning studies, reliability studies, system protection plans, and distribution design projects.
- Other responsibilities included transmission line design, power quality investigations, field inspections, and motor starting analysis.

EDUCATION

North Dakota State University, Fargo, ND

Bachelor of Science in Electrical Engineering with Emphasis in Power Systems, 1997

University of Nebraska, Lincoln, NE

NRECA Management Internship Program, 2006

Numerous technical and business continuing education courses focusing on issues and topics within the power industry.

TRAINING SEMINARS AND CONFERENCE PRESENTATIONS

- Head instructor for Distribution Line Design Training Courses to Electric Cooperatives, Municipals and Investor Owned Utilities.
- Instructor for NRECA's Introduction to Distribution Engineering Course for topics on:
 - Distribution System Planning
 - Distribution System Protection and Sectionalizing
- Industry conference presentations on:
 - Mechanical Loading of Overhead Electrical Equipment on Wood Poles
 - Distributed Generation Interconnection
 - Application of Series Capacitors on Distribution Systems
 - Impact of Electric Motors, Drives, and Phase Converters on Distribution Systems
 - Substation Protection Considerations

STATES LICENSED AS PROFESSIONAL ENGINEER

Arkansas	Indiana	Minnesota	New Mexico
Colorado	Iowa	Montana	South Dakota
Florida	Kansas	Nebraska	Wisconsin
Illinois	Michigan	New Hampshire	Wyoming

EXPERT WITNESS AND TESTIMONY

<u>Utility / Entity</u>	<u>Jurisdiction</u> <u>Body</u>	<u>Case No.</u>	<u>Description</u>	<u>Year</u>
Toronto Hydro-Electric System Limited	Ontario Energy Board	EB-2014-0116	Industry expert on behalf of Toronto Hydro. Developed and filed report regarding independent review of the cost to serve developed environments including core downtown areas.	2014
Crow Wing Power	State of Minnesota District Court - Cass County	Court File No: 11-CV-12-1670	Testimony on behalf of CWP in the matter of a stray voltage law suit. Specific evidence related to conditions of underground distribution cable running adjacent to a dairy farm.	2013-14
MidAmerican Energy Company	State of Iowa District Court - Polk County	Law No. CL 114962	Industry expert on behalf of defendant providing engineering analysis showing the probable cause of failure of a 161kV transmission structure while under construction. Included affidavit of the analysis results and deposition by plaintiff attorney.	2013
Toronto Hydro-Electric System Limited (THESL)	Ontario Energy Board	EB-2012-0064	Written and oral testimony regarding the replacement of aging electric infrastructure in the matter of THESL's application for 2012, 2013, and 2014 IRM Rate Adjustments and ICM Rate Adders	2012
Governor Dannel P. Malloy's Two Storm Panel	State of Connecticut	N/A	Expert witness presentation to Governor Malloy's Two Storm Panel regarding distribution system reliability in the aftermath of Tropical Storm Irene and 2011 Halloween nor'easter snow storm.	2011

RICHARD J. MACKE
**VICE PRESIDENT, ECONOMICS, RATES, AND BUSINESS
PLANNING**

SUMMARY OF EXPERIENCE AND EXPERTISE

- * Over 17 years of experience in electric utility consulting.
- * Specialized expertise in financial analyses with particular emphasis on utility finance, rate and cost of service matters, financial planning, and financial modeling.
- * Frequent speaker at utility board, commission, and staff meetings.
- * Expert witness for utility rate cases.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. - Minneapolis, MN (1999-present)

Vice President, Economics, Rates, and Business Planning (June 2011-present)

Vice President, Rates and Financial Planning (July 2010-May 2011)

Leader, Rates and Financial Planning (April 2008-June 2010)

Senior Rate and Financial Analyst (2002-March 2008)

Rate and Financial Analyst (1999-2002)

As Vice President of the Economics, Rates, and Business Planning Department at PSE, responsibilities include managing the firm's economic and rate practice areas and providing senior level consulting services to clients in the areas of cost of service, rate design, financial planning and forecasting, merger and acquisition analysis, and support. Additional responsibilities include strategic planning, litigation support, regulatory compliance, capital expenditure, and operational assessments and advisement.

Energy & Resource Consulting Group, LLC - Denver, CO (1998-1999)

Senior Analyst

Senior Analyst for financial, engineering, and management consulting firm. Performed consulting services related to electric, gas, and water rate studies. Part of the Financial and Engineering Advisor Team contracted to the City Council of the City of New Orleans, LA to assist in various electric and gas utility matters. Provided expert testimony and participated in various regulatory proceedings involving the City Council, the Public Utilities Commission of Texas, and the Public Utilities Commission of Nevada. Provided general financial, management, and public policy support to clients.

Power System Engineering, Inc. - Blaine, MN (1996-1998)

Financial Analyst

Financial Analyst in Utility Planning and Rates Division. Emphasis on retail rate studies, including revenue requirements, and bundled/unbundled cost of service studies. Provided analysis used to support testimony, mergers and acquisitions cases, and financial forecasting.

EDUCATION

University of Minnesota, Minneapolis, MN

Masters of Business Administration (emphasis on Finance and Strategic Management),
2007

Bethel University, St. Paul, MN

Bachelor of Arts Degree in Business (emphasis on Finance and Marketing),
Minor: Economics, 1996

JEFFREY C. LASLIE, CPA
SENIOR FINANCIAL ANALYST

SUMMARY OF EXPERIENCE AND EXPERTISE

- Over 30 years of experience in the utility industry and consulting.
- Extensive experience with generation and transmission as well as distribution cooperative rate, financial, and planning matters.
- Numerous appearances as an expert witness and participation in state and federal commission interventions.
- Licensed Certified Public Accountant.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. – Indianapolis, IN (1997-present)

Senior Financial Analyst

Provides consulting service to the electric utility industry in financial and strategic planning, rate and cost of service (COS) analysis, regulatory assistance, key account strategy, and related areas.

- Prepared COS studies with consideration of competitive position, regulatory constraints (where applicable), and utility objectives.
- Developed new traditional, time-differentiated, seasonal, and other innovative rate structures with consideration of competitive position, regulatory constraints (where applicable), and utility objectives.
- Prepared revenue requirement and other financial forecasting studies.
- Developed new rates for and assisted in negotiations with large industrial loads.
- Developed net metering, net billing and other rate structures for distributed generation applications.
- Assisted with reviewing and revising other utility policies and charges relating to line extensions, pole contacts, and other charges.
- Assisted large industrial users with reviewing and intervening in supplier rate increases filed at state regulatory commissions.
- Assisted statewide associations with reviewing and commenting on new policies, regulations, and statutes proposed by legislatures and/or regulatory commissions.
- Prepared COS studies for electric utility owned natural gas operations.

J. Laslie and Associates – Greenfield, IN (1995-1997)

Owner

Provided consulting and high level support services to electric distribution and other small utilities. Services were directed towards the financial, regulatory, and planning issues as well as implications of competition, customer choice, and other aspects of the evolving electric industry.

- Developed new retail and economic development rates.
- Reviewed wholesale power rates.

- Prepared revenue requirements and COS studies with consideration of competitive position.
- Researched and gave advice on various regulatory and financial issues.

Wabash Valley Power Association (WVPA) – Indianapolis, IN (1980-1995)

Manager of Rates

Involved in all rate matters affecting WVPA. This included developing and implementing rates, analyzing wholesale rate filings made by power suppliers of WVPA before the Federal Energy Regulatory Commission (FERC), and preparing various rate and regulatory investigations as directed by WVPA's management in conjunction with responsibilities relating to the administration of WVPA's rates. Provided assistance to member-systems concerning rate filings, 30-day filings, new customer negotiations, and various other financial and regulatory matters.

- Prepared Power Supply Cost Recovery filings required in the State of Michigan.
- Prepared Wholesale Power Cost Tracker and fuel adjustment filings submitted to the Indiana Utility Regulatory Commission (IURC) by WVPA's member-systems located in Indiana.
- Supervised preparation of WVPA's fuel cost charge filings and Wholesale Power Cost Tracker filings before the IURC.

McCullough and Associates – Indianapolis, IN (1975-1980)

Staff Accountant

Responsible for data collection and preparation of rate and financial reports for municipal gas, water, and electric utilities, municipal sewage works, and private gas utilities. Assisted in preparation and presentation of official statements to the appropriate municipal governing body for issuance of municipal utility revenue bonds and preparation of COS studies for municipal water and electric utilities.

EDUCATION

Ball State University, Muncie, IN

Bachelor of Science Degree in Accounting

Continuing Education Courses sponsored by:

- Indiana CPA Society
- Electric Power Research Institute
- Rural Electrification Administration
- University of Nebraska-Lincoln
- National Rural Electric Cooperative Association (MIP and other conferences)
- Indiana Utility Regulatory Commission

PROFESSIONAL MEMBERSHIPS

Indiana CPA Society

American Institute of Certified Public Accountants (AICPA)

THOMAS J. BUTZ, P.E.

SENIOR PLANNING ENGINEER

SUMMARY OF EXPERIENCE AND EXPERTISE

- Experienced in transmission planning, supply resource evaluation, power supply planning, resource portfolio development, integrated resource planning, and demand-side management evaluations.
- Licensed Professional Engineer in Minnesota.

PROFESSIONAL EXPERIENCE

Power System Engineering, Inc. - Minneapolis, MN (1999-present) Senior Planning Engineer

Responsible for resource planning analysis and report development, transmission planning, integrated resource planning, and demand-side management evaluations.

- Project Manager for numerous Integrated Resource Plans.
- Provides Purchase Power Proposal Evaluations and Analysis.
- Performs MISO Market Pricing Projections and Analysis.

GEN~SYS Energy - Eden Prairie, MN (1998-1999) Risk Coordinator

Responsible for working with risk management consultants to set up a risk analysis and reporting system within a power trading organization. Worked with staff and the Board to form a strategic alliance with a power trading organization.

- Manager of Joint Integrated Resource Plan Project.
- Performed Power Marketing Cost Evaluations.

Cooperative Power Association - Eden Prairie, MN (1986-1998) Manager of Resource Planning

Responsible for future electric resource planning using various software.

- Led a work team responsible for creating the resource plan.
- Developed pricing for wholesale power transactions, regulatory reports, and strategic alliance analysis.
- Led the headquarters process improvement program and various teams charged with improving customer service and reducing costs.

EDUCATION

University of North Dakota, Grand Forks, ND

Bachelor of Science Degree in Electrical Engineering (emphasis on Electric Power)

PROFESSIONAL MEMBERSHIPS

Twin Cities IEEE Power Engineering Society (1986-present)

President (1992), Vice President (1991), Treasurer (1990), Program Chair (1989)

Toastmasters International

Chapter President (2003), Area Governor (2006), Division Governor (2007)

